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Assistant Deputy   Sous-ministre
Minister   adjointe
Corporate Services   Services ministériels

Ottawa K1A 1L1

F-1196032

PROTECTED A

MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER

CREATION OF A NEW EXECUTIVE LEVEL POSITION WITHIN THE TRANSFORMATION AND DIGITAL SOLUTIONS SECTOR (EX-01)

FOR APPROVAL

SUMMARY

- The purpose of this memorandum is to seek your approval for the creation of a new EX-01 Director, Innovation and Client Relationship Management (ICRM) position, within the Digital Strategy (DS) Branch, Transformation and Digital Solutions Sector (TDSS), effective August 24, 2021.

- We recommend you approve this action by checking the 'I concur' box, signing this memorandum and the Expanded Position Action Report (EPAR) (Annex 1) by October 6, 2021. The proposed Job Description (Annex 2) is provided for your reference.

BACKGROUND:

- Since its inception in 2019, TDSS has been the functional lead in overseeing the development and management of transformation projects, digital transformation, and the delivery of all IT services, including the system-wide management of related infrastructure and suppliers within the Department. The DS Branch in particular oversees digital transformation and supports and strengthens areas such as information architecture, corporate architecture, data, cloud computing and analytics.

- Given the pivotal role of this Branch to the Sector's mandate and departmental demand, senior management requested the creation of a new Director, ICRM (EX-01) as the departmental lead for Beyond 2020, with responsibility for developing the vision and principles of the Innovation Lab as well as influencing decision-making on innovation projects impacting the Department.

- The proposed position would be one of three executive positions reporting to the Director General, DS, in addition to three Director-level CS positions (CS-05). The other two executive positions are the Director, Information Management (EX-01), and the proposed Senior Director, Digital Platform Modernization (EX-02).

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- Following approval-in-principle by the Executive People Management Committee on December 11, 2020, the proposed role was filled via the assignment of Allain Lauzon, pending a full classification exercise. Allain's substantive position as Director, Information Management (EX-01) was back-filled by Richard Gallo, temporarily at first and then indeterminately via a double bank on April 1, 2021.

CURRENT STATUS:

- The job description for the proposed Director, ICRM position was recently evaluated and confirmed at the EX-01 group and level.

- As a result, senior management would like to move forward with creating the position.

CONSIDERATIONS:

- Given the recent announcement of the Modernization Sector and its responsibility for Digital Platform Modernization (3.0), the Human Resources Branch will be working with senior management on the development of its structure, which could impact positions within the Digital Strategy Branch, including this position. Given this role is required on an ongoing basis, regardless of its reporting relationship, there are no related risks in proceeding with this classification action at this time.

- Moreover, the creation of this position would allow for the resolution of a current double bank situation, given that senior management intends to deploy the current assignee, Allain Lauzon, to the position once it is created.

RESOURCE IMPLICATION:

- The creation of this new position would increase the total number of classified executive positions within the department to 192. As of September 15, 2021, classified EX positions at IRCC represent 2.11% of total positions (191 of 9,101).

RECOMMENDATION:

- We recommend you approve this action by checking the "I concur" box, signing this memorandum and the attached EPAR (Annex 1) by October 6, 2021.

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NEXT STEP:

- Following your approval and signature, the classification action would officially be completed and the position created. Senior management would then move forward with the deployment of Allain Lauzon to the position.

FlowersCode, Holly

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Holly Flowers Code

☐ I concur

☐ I concur

☐ I do not concur

☐ I do not concur

Caroline Xavier
Associate Deputy Minister

Catrina Tapley
Deputy Minister

Annexes (2):
1: EPAR
2: Job Description

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                         Government of Canada / Gouvernement du Canada
Report ID: GC7PM015               EXPANDED POSITION ACTION REPORT              Page 1
                            RAPPORT ÉTENDU - ACTIONS SUR LES POSTES            Date 25/08/2021
                                                                              Time/Heure 10:35:04

AS OF DATE / EN DATE DU :   2021-08-24
Position / Poste                           : 00521059   Dir, Innova & Client Relat Man

------------ P o s i t i o n    I n f o r m a t i o n  /  D o n n é e s   s u r   l e   p o s t e ------------
Effective Date / Date effet                : 2021-08-24
Action Reason / Motif action               : NEW       New Position - J         / Nouveau poste (J)
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité                      : CNADM     Canada Administration    / Administration du Canada
Job Code / Code emploi                      : 512117    Dir, Innova & Client Relat Man / Dir, Innova & gest relat clien
Reg/Temp / Permanent/temp.                  : R         Regular                  / Permanent
Full/Part Time / Temps plein/partiel         : F         Full-Time                / Temps plein
Location / Emplacement                       : 91        Ottawa - JETN - 300 Slater St. / Ottawa - JETN - 300 rue Slater
Geographic Location / Lieu géographique      : 3506008   OTTAWA
Department / Service                         : 9260      TDSS DS Innova Labs Dir's Off / STSD DGSN Lab d'inno bureau di
Reports To / N° poste responsable            : 00520286  DG, Digital Strategy
Security / Sécurité                          : 4         Secret                   / Secret
Applied By ID / Appliquée par (Id)           : 509678    Catrina Tapley
Applied By Date/ Appliquée par (Date)        : 2021-08-25
Remarks / Commentaires                       : EX-01 position created for TDSS-DS. Applied by JH, HRA 63953.
------------ D e c i s i o n    I n f o r m a t i o n  /  D o n n é e s   s u r   l a   d é c i s i o n ------------
Decision # / N° décision                     : 0000502100      Effective Date / Date effet :  2021-08-24
Class Code / Code classification             : EX   01
Function / Fonction                          :                                  /
Eval Process / Processus évaluation          : 01        Position evaluated without cla / Poste évalué sans recours à un
Posn Class Auth / Autor. classif. poste      : 2         Departmental             / Ministère
Class Accred # / N° accréd. classif.         : DMCTAP    Catrina Tapley
Class Auth Dt / Date autor. classif.         : 2021-08-24
Next Review Dt / Date proch. rév.            : 2026-08-24
Remarks / Commentaires                       : New EX-01 decision for TDSS.
--------------------- Factor Code Coordinate Points  /  Code facteur Coordonnées Points ---------------------
Factor                                                            Coordinate   Coordinate
Code        D e s c r i p t i o n     /       D e s c r i p t i o n            Points
Facteur                                                           Coordonnées  Coordonnées
01   Know-How                        / Savoir-faire                 FIII2B    460
02   Problem Solving/Thinking        / Solution de problèmes/La réflexion     F450 R    230
03   Accountability/Decision Making  / Finalité/Prise de décisions   E2P  C    230
                                 Total Coordinate Points / Total des points des coordonnées   920
                                           Supervisory Factor / Facteur surveil.: X

------------ S t a f f   R e l a t i o n s  /  R e l a t i o n s   d e   t r a v a i l ------------
Designation / Désignation : 0       Position not essential       / Poste non essentiel
Proposed / Proposé :  N              Effective Date / Date effet :  2021-08-24

Exclusion / Exclusion    : 42        EX Group or name equivalent   / Groupe EX ou l'équiv. de nom
Proposed / Proposé :                 Effective Date / Date effet :  2021-08-24

------------ O f f i c i a l   L a n g u a g e s  /  L a n g u e s   o f f i c i e l l e s ------------
Effective Date / Date effet                : 2021-08-24
Lang. Req. Posn / Exigences ling. poste      : 1        Bilingual                / Bilingue
Imp. St. Ind. / Ind. dot. impér.             :                                  /
Office Code / Code bureau                     :

                                  English / Anglais     French / Français
Reading / Lecture                  :          C                   C
Writing / Écrit                    :          B                   B
Oral / Oral                        :          C                   C
Com. Serv. Public / Services au public  : 0      Not required            / Non requis
Com. Pers. Serv. / Services personnels  : 0      Not required            / Non requis
Com. Cent. Serv. / Services centraux    : 1      English and French      / Anglais et français
Com. Supervisory / Superviseurs         : 0      Not required            / Non requis
Com. Grievance / Griefs                 : 0      Not required            / Non requis
Com. Other / Autres                     : 1      English and French      / Anglais et français

------------ D e l e g a t i o n  /  D é l é g a t i o n ------------
Effective Date / Date effet                :
HR Delegation Level / Niveau délégation des RH :                                /
Effective Date / Date effet                :
FIN Delegation Level / Niveau délégation fin :                                  /
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End of Report

Lavigne,
Sylvie A

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Lavigne, Sylvie A
Date: 2021.10.13
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Approved/Approuvé: Deputy Minister/Sous-ministre, Catrina Tapley

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EXECUTIVE GROUP JOB DESCRIPTION

POSITION TITLE: Director, Innovation and Client Relationship Management
POSITION LEVEL: EX-01 (p)
DEPARTMENT: Immigration, Refugees and Citizenship Canada
SECTOR: Transformation and Digital Solutions Sector (TDSS)
BRANCH: Digital Strategy
EFFECTIVE DATE:
POSITION NUMBER: NEW
LOCATION: NCR

GENERAL ACCOUNTABILITY

The Director, Innovation and Client Relationship Management is accountable to the Director General, Digital Strategy for the provision of strategic leadership within IRCC in order to build a culture of innovation and develop a consistent enterprise approach for promoting and managing the innovation lifecycle. The Director must define the scope of activities, focusing on problem definition related to departmental priorities, hypothesis testing, and pilot definition. The Director consults and engages widely with a broad range of stakeholders including: business sponsors, corporate partners, vendors, academia, and OGDs such as SSC, TBS and CSPS in order to achieve this goal.

ORGANIZATION STRUCTURE

This position is one of seven (7) senior management positions reporting to the DG, Digital Strategy. The others are: Senior Director, Digital Platform Modernization; Director, Office of the Chief Information Officer; Director, Digital Platform Modernization Phase 3; Director, Information Architecture and Information Management; Director, Enterprise Data Warehouse; and Director, Artificial Intelligence.

At this time, there are six (6) staff reporting directly to the Director, Innovation and Client Relationship Management. As the Innovation and CRM grows, so will the number of staff to support new innovation and IM/IT projects. These direct reports occupy positions in the CS, PM and EC classifications and are organized in four (4) teams supporting the two key areas of the Directorate, namely: innovation and client relationship management.

Manager, Innovation Lab (5): is responsible for leading the provision of technical expertise on a variety of technological innovations including cloud related solutions in order to stand things up in the cloud environment and Robotic Process Automation (RPA). The groups is responsible to liaise, provide governance and broken discussions between clients, stakeholders and other groups. The manager is responsible to oversee the executive management of projects. The role is important in building consensus among projects teams to move forward on projects. Outcomes include experimenting with new processes and technology, prototyping, creation of minimum viable

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products, and a catalogue of innovation services within IRCC. Their defined scope of activities focuses on problem definition related to departmental priorities, hypothesis testing and pilot definition.

Client Relationship Management (4): Responsible for serving as the link between business needs and IT capabilities, providing technical expertise to internal IRCC clients through assistance in defining high level business requirements and translating them into technical requirements. They provide support to clients throughout the formal governance process through assistance in writing the project business case, facilitating project costing from a technical perspective, and engaging IT SMEs to begin work on the approved project. The manager, as well as members of the team, need to have a technical understanding to discuss concepts, and be able to go between the technical experts and the business.

Manager, Innovation Governance, Outreach and Methods (5): is responsible for stakeholder engagement; the provision of project management support required to explore innovative solutions; tracking and determining the demand for innovation services and capacity to deliver; managing relationships with business owners to elucidate their ideas and engage with partners and stakeholders to further articulate and advance the idea; working with partners to raise IRCC employee awareness about innovation and solicit innovative ideas from staff; and serving as the secretariat to the innovation network and providing support to Innovation Ambassadors across IRCC.

NATURE AND SCOPE

The Department of Immigration, Refugees and Citizenship's (IRCC) mandate comes from the _Department of Citizenship and Immigration Act_. The Minister of IRCC is responsible for the _Citizenship Act_ of 1977 and shares responsibility with the Minister of Public Safety for the _Immigration and Refugee Protection Act_ (IRPA).

Effective July 2, 2013, primary responsibility for Passport Canada and the administration of the _Canadian Passport Order_ and the _Order Respecting the Issuance of Diplomatic and Special Passports_ moved from the Department of Global Affairs Canada to IRCC.

IRCC and its partners will build a stronger Canada by developing and implementing policies, programs and services that: facilitate the arrival of people and their integration into Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians; maintain Canada's humanitarian tradition by protecting refugees and people in need of protection; enhance the values and promote the rights and responsibilities of Canadian citizenship; and reach out to all Canadians and foster increased intercultural understanding and an integrated society with equal opportunity for all, regardless of race, ethnicity and religion. IRCC aims to advance global migration policies in a way that supports Canada's immigration and humanitarian objectives.

The Department's Digital Strategy Branch (DSB) is a newly created branch as of April 1, 2019, and is responsible for service transformation and technology modernization in support of the anticipated continued growth of the Department. Increased Permanent Resident admission targets

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require IT enhancements to strengthen settlement program integrity and digitalize processes and workflows. DSB is responsible for establishing IRCC's strategic direction for and conducting research on the leading developments in information management, information technology and digital strategy; providing guidance to IRCC IT projects; and defining IRCC's direction in enterprise architecture, data and cloud computing. In establishing IRCC's strategic direction, DSB develops the annual departmental IM/IT plan, operates the Data and Analytics COE, which provides IRCC-wide data standards, data services, analytics standards and services and are also the custodians of the Enterprise Data Warehouse (EDW), and champions the use of the Innovation Lab to test out innovations related to people, processes and technology.

In this context, the Director, Innovation and Client Relationship Management is accountable for the provision of strategic leadership within IRCC in order to build a culture of innovation and develop a consistent enterprise approach for promoting and managing the innovation lifecycle. The Director must define the scope of activities, focusing on problem definition related to departmental priorities, hypothesis testing, and pilot definition. The Director consults and engages widely with a broad range of stakeholders including: business sponsors, corporate partners, vendors, academia, and OGDs such as SSC, TBS and CSPS in order to achieve this goal.

The Director is responsible for leading IRCC's involvement in government-wide strategic initiatives such as Blueprint 2020. The incumbent must work with representatives from across IRCC through a working group in order to review the Blueprint 2020 pillars against work currently underway across IRCC. The Director is responsible for creating the draft strategy, bringing together the pillars in a cohesive manner to streamline processes and eliminate duplication of effort. The draft strategy is then provided to the ADM to be guided through formal senior executive governance. The Director engages across multiple sectors, groups to help them come to a common understanding and agreement about what the pillars are for the strategies. It is a methodical approach to ensuring the group gets everyone's buy in and collaboration. The entire department is represented in the strategy developed.

The Director, Innovation and Client Relationship Management serves as the key point of contact for OGDs such as CBSA, ESDC and GAC; and non-government organizations including third party vendors and academia. Through these contacts, the incumbent reviews lessons learned and shares information linked to technological innovation in order to help inform IRCC's future innovations. This will foster innovation in the department by doing research, helping the department to see what is out there and what other possibilities exist to bring about innovation within the department. This includes looking at the Private Sector and Academia. Internally, the Director serves as the key point of contact for IRCC clients, stakeholders and partners with regard to current and future technological innovations. The incumbent is responsible for forging partnerships and building consensus with senior management colleagues at the Director and Director General level through a variety of activities including ongoing management of stakeholder networks. The Director's efforts in stakeholder management and networking are critical to the success of the Directorate, as it ensures a cohesive approach to innovation in the department that aligns with the broader departmental strategy and eliminates duplication of effort. The Director must be aware of the players involved in each area of IM/IT and know who to reach out to for each project coordinated by the Directorate.

One of the key challenges for the Director, Innovation and Client Relationship Management is to effectively manage change by building awareness around the need for change and creating a desire among employees to respond positively through the development of a culture that empowers employees to solve business problems through technological innovations such as cloud computing and robotic process automation. There is an existing resistance to change across employees of all levels within the Department due to a variety of factors. The Director will build awareness through hosting annual innovations fairs and show and tells to promote what is happening. The Director will lead the initiative to work with other groups to make this happen. The group will be the hub of all innovation spokes across the department and will be the champion of innovation within the department. The Director will be responsible to make decisions on the type of innovations that will be used and will have the biggest impact on the department. An example of this is the Director bringing in Robotics.

The Director, Innovation and Client Relationship Management is responsible for developing the vision for the Innovation Lab, including the development of Innovation Lab principles: prototype first, define what success looks like, fail fast and move on, manage with discipline, cross-disciplinary collaboration, leverage external expertise, align with business problems and priorities, and focus on a finite number of experiments that resolve the large, difficult challenges faced by the department. These principles guide the work of the Directorate, and the incumbent is responsible for reviewing feedback from each innovation project to ensure that the principles evolve appropriately based on lessons learned. The Director ensures the way the principles are approached are followed and the core set of principles are followed. The Director works with the business to ensure they are following the principles and helps to guide them along. One is example is that failure is okay, it is okay to fail, and to fail fast, as this shows the department is approaching work in a different way than in the past and is inspiring innovation. The department will be able to change over time based on the projects that will be approved by the Director, and ensuring there is feedback loop and to change on the fly as needed. If innovation of projects become stagnate, then the department will miss out on innovation and revert back to old approaches. The Director will be responsible to help the department take more calculated risks in the area of innovation.

The Director is also responsible for vendor management on work related to innovative minimum viable products that are developed with various private and public stakeholders/partners. This involves liaising and coordinating and overseeing the relationships with these stakeholders/partners. The Director is liaising with the senior officials from these organizations, and managing the staff who work with their counterparts in the same organizations.

Leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in the successful coordination and implementation of change initiatives. The incumbent requires expertise in change management, business planning and HR practices and must demonstrate knowledge and skills in strategic information management, risk analysis, project management, teambuilding, communication, negotiation, governance and accountability practices, monitoring and reporting, research and analytical expertise, and performance measurement skills. The incumbent must have a sound understanding of the business lines/programs and pressures of the stakeholders as well as an awareness of how each strategy and framework will impact on and guide organizational change and have the ability

to successfully manage several fast-paced and intellectually complex projects or business issues management at any one time

The Director is accountable for management of financial and human resources of the Branch and is expected to lead by example and create a work environment which is conducive to innovation and learning and which fosters employee involvement and commitment. The incumbent establishes priorities, work plans and objectives; initiates projects; allocates work assignments; assesses staff performance; participates in the administration of the branch; recruits new staff; promotes and fosters an equitable and productive work environment, and provides staff with opportunities for professional development. The recruitment of new staff is rendered more challenging due to the niche skill sets required within the Innovation team. The Director must undertake proactive headhunting in order to identify individuals with the experience, knowledge and ability to explore currently emerging fields in computer science.

The Director participates on DG level committees that are related to the projects, and minimum viable products. The Director represents the DG at these meetings. The Director is also involved in steering committees. The Director has chair person responsibilities.

DIMENSIONS

Staff: 15 FTEs
O&M Budget: $ 2.8 million
Salary Budget: $ 2 million

SPECIFIC ACCOUNTABILITIES

1. Directs technical resources in the exploration of cloud related solutions in order to conduct experiments and pilot projects and define minimum viable projects in support of standing up a cloud environment within IRCC.

2. Serves as the focal point for communicating innovation frameworks; establishes and maintains extensive linkages and networks with impacted stakeholders; directs the provision of research, analytical and secretariat support to working groups and various governance committees; and sets priorities for effective delivery of innovation initiatives.

3. Directs the creation, strength and sustainability and the Directorate's image as a central hub for innovation that provides coordination and expertise and fosters fresh ideas to address challenging business problems.

4. Leads IRCC's response to Blueprint 2020 by providing strategic direction that brings the pillars together in a cohesive manner and streamlines the Department's work towards those goals.

5. Directs and develops client and stakeholder relations, ensuring that advances to IM/IT capabilities in the private sector are tracked and assessed to determine the viability and potential benefits of introducing them within IRCC.

6. Identifies and promotes IM/IT strategic priorities, linking them to Branch activities; develops a strategic plan that integrates key financial and human resources activities; and maintains contact with other change agents to guide the innovation process.

7. Establishes Division priorities, manages financial and human resources, oversees the development of strategic and annual work plans; and contributes to overarching policy, program and service delivery frameworks.

CERTIFICATION

The foregoing description is an accurate and complete statement of the duties assigned to the position.

_____   _____
Incumbent's signature   Date

Najm, Omar
Director General's signature   Date

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